Office of the Chief Electoral Officer

Performance Report

For the period ending
March 31, 2013

Marc Mayrand
Chief Electoral Officer of Canada

The Honourable Peter Van Loan, PC, MP
Leader of the Government in the
House of Commons

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Chief Electoral Officer's Message

I am pleased to present Elections Canada's 2012–2013 Departmental Performance Report, which highlights the agency's progress on its multi-year plans and priorities during the fiscal year.

During the past year, Elections Canada continued to support the work of the 10 independent commissions responsible for readjusting Canada's federal electoral boundaries by providing professional, financial and administrative services. Elections Canada fulfilled all of its responsibilities while remaining within budget.

In this regard, I would like to recognize the diligence with which the independent commissions carried out their mandate. The preliminary reports of the 10 commissions were published by February 2013, in accordance with legal requirements, and three final reports were submitted by March 31, 2013. In all, 136 public hearings were held across Canada, and more than 2,000 individuals submitted requests to appear before the commissions to provide feedback on the proposals. This represents more than double the number of submissions submitted during the previous redistribution exercise in 2002, demonstrating increased stakeholder engagement in the process.

I also want to highlight the responsiveness of the Standing Committee on Procedure and House Affairs in considering the preliminary reports of the electoral boundaries commissions. As of March 31, 2013, the standing committee had completed its review for 6 out of 10 provinces. The draft representation order for the new electoral boundaries is expected to be completed in October 2013, giving political entities ample time to adjust to the new boundaries before the next general election.

During the reporting year, Elections Canada continued its ongoing activities related to electoral events. Political financing audits of the May 2011 general election were largely completed in 2012–2013. In the spring of 2012, I presented my report on the evaluations of the 41st general election. We also successfully delivered by-elections on March 19, 2012, in Toronto–Danforth and on November 26, 2012, in Calgary Centre, Durham and Victoria.

In keeping with its enduring goals of trust, engagement and accessibility, Elections Canada moved forward with its three-year plan of selected initiatives to provide electors with more varied and modern ways to register and vote.

To support this plan and ensure that it responds to Canadians' needs and expectations, we are increasing our engagement activities leading up to the next general election. Over the last year, we held meetings, scheduled appearances and presented draft reports to solicit feedback from the Advisory Committee of Political Parties and from parliamentarians through the Standing Committee on Procedure and House Affairs.

The agency also increased its engagement with groups who face barriers to the electoral process to better understand the issues they confront and to improve accessibility to voting for the 2015 general election. We continued our efforts to engage both young voters and future voters by working with a wide variety of partners to educate youth on the value of democracy and voting. We also worked with organizations representing persons with disabilities to ensure that our public website was fully accessible to these electors, and by March 31, 2013, this work was almost completed.

A new Commissioner of Canada Elections was appointed in July 2012 with the mandate to provide continued leadership in ensuring compliance with and enforcing the *Canada Elections Act*.

Issues that emerged following the May 2011 general election prompted the agency to realign some of its priorities over the period.

In response to incidents involving deceptive communications with electors, I presented a report to Parliament in March 2013. The report examines the preventive, compliance and enforcement measures that should be taken to deal with deceptive communications.

While the courts found no evidence of any ineligible voting in the riding of Etobicoke Centre during the May 2011 general election, the procedural and record-keeping errors on election day raised serious concerns about the ability to account for the conduct of elections. This is why I commissioned a report by an independent electoral consultant on ways to improve compliance with election day procedures. This report was published in April 2013.

Elections Canada has begun to develop administrative measures in response to the issues highlighted in both reports. However, administrative actions alone will not be sufficient to make the required improvements.

Those two reports present specific recommendations for legislative change designed to improve compliance, maintain Canadians' confidence in their electoral system and its administration, and improve the services they receive during an election. Legislative changes are required by spring 2014 to be enacted in time for the next general election in 2015, and I look forward to working with parliamentarians in this regard.

Marc Mayrand
Chief Electoral Officer of Canada

Section I: Organizational Overview

Raison d'être

The Office of the Chief Electoral Officer, commonly known as Elections Canada, is an independent, non-partisan agency that reports directly to Parliament. Its mandate is to:

- be prepared to conduct a federal general election, by-election or referendum
- administer the political financing provisions of the *Canada Elections Act*
- monitor compliance with and enforce electoral legislation
- carry out investigations into allegations that would amount to offences under the Act
- conduct voter education and information programs
- provide support to the independent commissions in charge of adjusting the boundaries of federal electoral districts following each decennial census
- carry out studies on alternative voting methods and, with the approval of parliamentarians, test online voting processes for future use during electoral events

Responsibilities

In fulfilling its mandate, Elections Canada appoints, trains and supports returning officers and retains the services of 30 field liaison officers across Canada. It also maintains the National Register of Electors, which is used to prepare preliminary lists of electors at the start of electoral events, as well as electoral geography information, which provides the basis for maps and other geographic products used during electoral events.

The agency also:

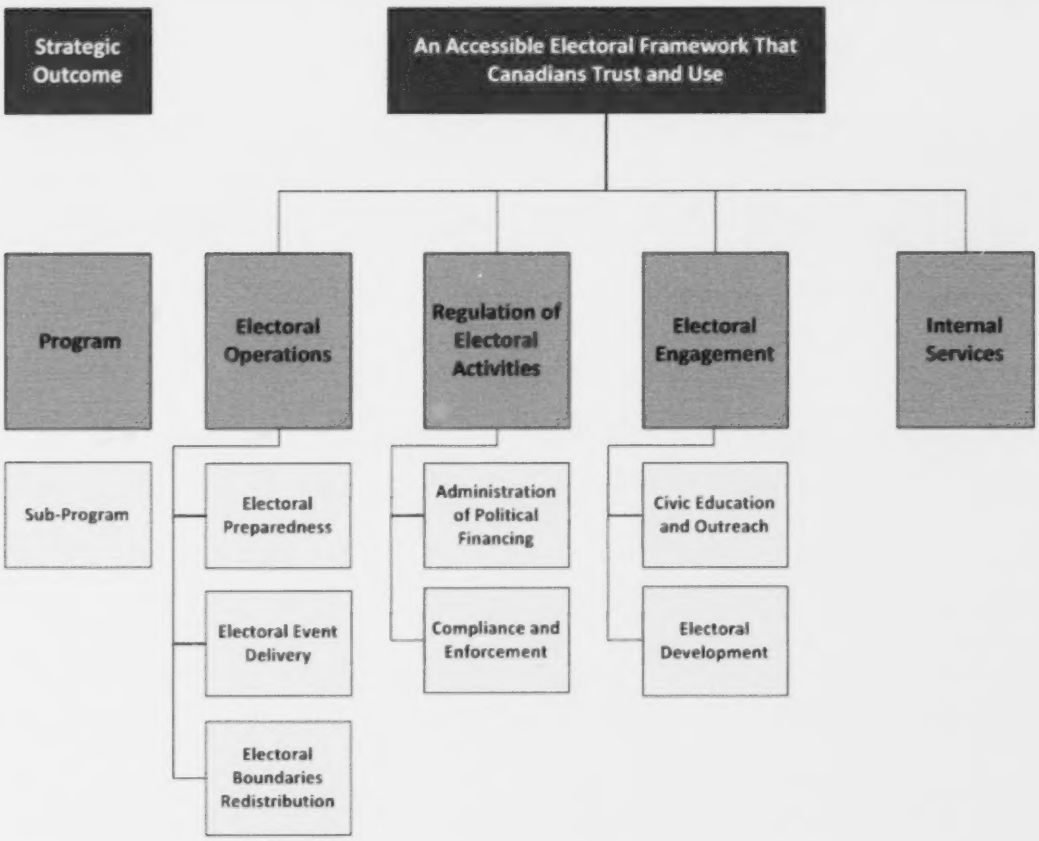
- registers political entities, including political parties, electoral district associations, candidates, leadership contestants, third parties that engage in election advertising and referendum committees
- administers the allowances, reimbursements and subsidies paid to eligible candidates, registered political parties and auditors
- monitors compliance with the *Canada Elections Act*, including compliance with political financing rules, during and between elections
- discloses information on registered parties and electoral district associations, registered parties' nomination and leadership contestants, candidates, third parties and referendum committees, including their financial returns
- recommends to Parliament amendments for the better administration of the *Canada Elections Act*. It does this by submitting a recommendations report after a general election as well as by providing expert advice and other special reports.

In addition, the Chief Electoral Officer appoints the Commissioner of Canada Elections. The role of the Commissioner is to protect the integrity of the electoral process by ensuring that the *Canada Elections Act* and the *Referendum Act* are complied with and enforced. The Commissioner carries out his or her duties independent of any political or government interference and is assisted by investigators, lawyers and administrative personnel. In carrying out the mandate of the Commissioner's Office, the Commissioner is guided by the principles of independence, impartiality, fairness and good faith.

The Chief Electoral Officer also appoints the Broadcasting Arbitrator. The Broadcasting Arbitrator is responsible for allocating free and paid broadcasting time among political parties and for arbitrating disputes that may arise between parties and broadcasters.

Strategic Outcome and Program Alignment Architecture

Elections Canada has a single strategic outcome, supported by the following Program Alignment Architecture (PAA):[1]



Organizational Priorities

Priority	Type	Program
Enable the electoral boundaries readjustment process	Previously committed to	Electoral Operations Internal Services
Elections Canada enabled the electoral boundaries readjustment process by providing the 10 independent commissions with professional, financial and administrative support services. By the end of the fiscal year, the commissions had met all statutory deadlines: all preliminary electoral boundaries reports had been completed and submitted to the Speaker of the House of Commons, and three final reports had been submitted. As of March 31, 2013, the Standing Committee on Procedure and House Affairs had completed its review of 6 of the 10 reports. The work of the commissions has been completed in September 2013 as planned. Elections Canada has seven months to implement the statutory requirements following the proclamation of the new Representation Order in October 2013. In 2012–2013, Elections Canada completed the planning and preparatory work required to implement the new boundaries.		

Priority	Type	Program
Improve services to electors and political entities (a multi-year priority)	New	Electoral Operations Regulation of Electoral Activities Electoral Engagement Internal Services
Elections Canada progressed on its three-year plan to improve services to electors through various initiatives. These included modernizing the field voter registration system, reviewing the voter identification policy, re-engineering voting operations and renewing public enquiries services. To improve engagement and reduce barriers, Elections Canada conducted and shared research on electoral participation, hosted a national roundtable on youth electoral engagement and shared research digests with national educators, youth and Aboriginal organizations to encourage civic engagement. The agency also developed plans to improve the accessibility of the electoral process for Canadians with disabilities. To improve services to political entities, Elections Canada advanced its capabilities for electronic filing of financial returns, launched online forms and provided informational and training resources in electronic format.		

Risk Analysis

Elections Canada's *2012–2013 Report on Plans and Priorities* identified one main theme, which was managing the risks resulting from the cost-containment measures flowing from the March 2010 federal budget. The main risk for Elections Canada was the possibility of being unable to manage its indeterminate salary expenses within its annual appropriation until 2014 without additional funding.

Risk	Risk Response Strategy	Link to Program Alignment Architecture	Link to Organizational Priorities
Risks resulting from the cost-containment measures flowing from the March 2010 federal budget	The agency completed a zero-based budgeting exercise in 2012–2013 and, as a result, reallocated some resources to its highest priorities. To address budgetary pressures, we began implementing workforce adjustment measures to eliminate 32 encumbered indeterminate positions. These measures aim to ensure that Elections Canada can manage within its annual appropriation.	Electoral Operations Regulation of Electoral Activities Electoral Engagement Internal Services	Elections Canada's overall statutory expenditures will be guided by the preparations required for the 2015 general election. The work flowing from the two recently published reports to strengthen the integrity of the electoral system and its administration will lead to additional expenditures. In this regard, an important driver will be the introduction of electoral reform by the government, which we expect will require Elections Canada to review its operating budget in future years.

Summary of Performance

Financial Resources – Total Departmental ($ thousands)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (Available for Use) 2012–13	Actual Spending (Authorities Used) 2012–13	Difference* (Planned vs. Actual Spending)
144,158	136,223	122,662	119,580	16,643

*Refer to Total Performance Summary Table below for an explanation of the variance between planned and actual spending.

Human Resources (Full-Time Equivalents – FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
497	486	11

Performance Summary Table for Strategic Outcome and Programs ($ thousands)

Strategic Outcome: An Accessible Electoral Framework That Canadians Trust and Use

Program	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (Available for Use) 2012–13	Actual Spending* (Authorities Used)		
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11
Electoral Operations	41,528	41,528	36,641	35,246	38,090	37,009	202,833	52,086
Regulation of Electoral Activities	46,610	38,675	28,072	19,827	38,681	37,509	102,958	37,914
Electoral Engagement	10,310	10,310	8,939	9,063	8,106	7,861	7,893	9,809
Sub-Total	**98,448**	**90,513**	**73,652**	**64,136**	**84,877**	**82,379**	**313,684**	**99,809**

*Refer to Total Performance Summary Table below for an explanation of the variance between planned and actual spending.

Performance Summary Table for Internal Services ($ thousands)

Internal Services	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (Available for Use) 2012–13	Actual Spending (Authorities Used)		
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11
Internal Services	45,710	45,710	42,202	32,979	37,785	37,201	35,668	47,209
Sub-Total	**45,710**	**45,710**	**42,202**	**32,979**	**37,785**	**37,201**	**35,668**	**47,209**

Total Performance Summary Table ($ thousands)

Strategic Outcome and Internal Services	Total Budgetary Expenditures (Main Estimates 2012–13)	Planned Spending			Total Authorities (Available for Use) 2012–13	Actual Spending (Authorities Used)		
		2012–13	2013–14	2014–15		2012–13	2011–12	2010–11
	144,158	136,223	115,854	97,115	122,662	119,580	349,352	147,018
Total	**144,158**	**136,223**	**115,854**	**97,115**	**122,662**	**119,580**	**349,352**	**147,018**

The table above shows the spending trend from 2010–2011 to 2014–2015. The significantly increased spending in 2011–2012 is due to conducting the 41st general election.

The variance of $16.6 million between planned spending ($136.2 million)[2] and actual spending ($119.6 million) for 2012–2013 is explained as follows:

- A $4.2 million reduction in Elections Canada's operating budget brought the agency's total fiscal restraint reductions to $7.5 million in 2012–2013. As per Treasury Board Secretariat instructions, this reduction appears as a surplus.
- The agency's operating and maintenance expenditures were lower than expected by $8.8 million for the following reasons: the agency realigned its priorities; it took measures to manage medium-term financial pressures related to the salaries of its indeterminate employees, such as freezing and delaying staffing and invoking workforce adjustment measures; and this focus on realigning priorities and workforce adjustment led to lower-than-expected operating, maintenance and project expenditures.
- Delays in the move to the agency's new office in Gatineau (for details, refer to Internal Services below) deferred expenditures of $3.6 million to 2013–2014.

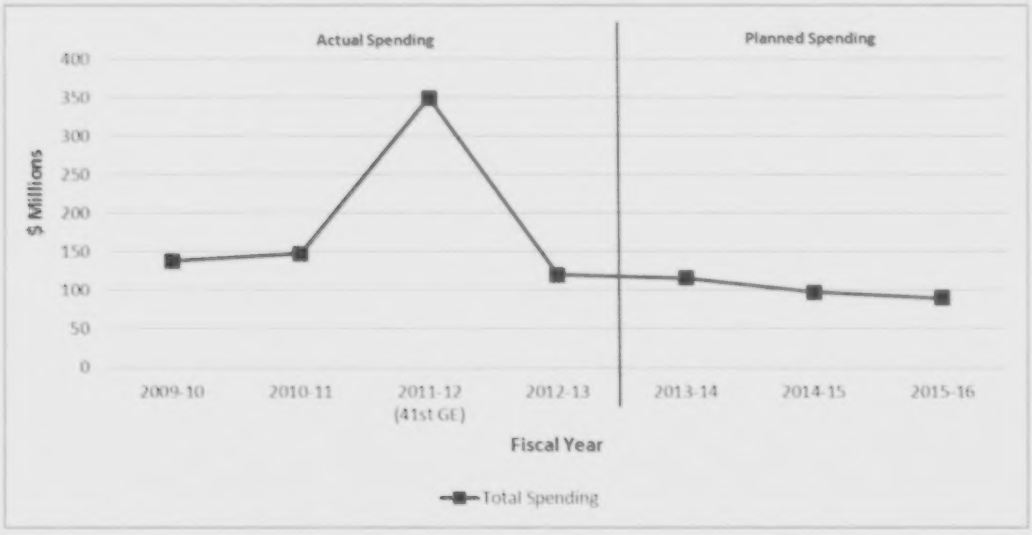
Expenditure Profile

Elections Canada's Financial Framework

The agency's dual funding mechanism and planning practices reflect its unique mandate. Elections Canada is funded in part by an annual appropriation that covers the salaries of its permanent staff and is not affected by the electoral cycle. Given the unpredictability of electoral events, it also has a statutory authority that allows it to draw directly from the Consolidated Revenue Fund.

Elections Canada's statutory authority covers all of its other expenditures, including the agency's operating expenditures and the additional expenditures incurred in preparing and conducting elections, reimbursing election expenses to eligible candidates and parties, and enforcing the *Canada Elections Act*. The election expenditures are not included in its planned spending until an election is called.

Agency Spending Trend



The chart above shows the spending trend from 2009–2010 to 2015–2016. The significantly increased spending in 2011–2012 is due to conducting the 41st general election. The gradual reduction in spending from 2012–2013 to 2015–2016 is explained as follows:

- Elections Canada has responded to the spirit of the federal government's deficit reduction action plan. The agency reduced its annual operating budget by $7.5 million starting in 2012–2013.
- Expenditures for activities that fall outside its annual operating budget will be terminating in 2013–2014 – namely, the readjustment of electoral boundaries and the relocation of Elections Canada's office to Gatineau.

- As a result of Bill C-13 receiving royal assent on December 15, 2011, the quarterly allowances to registered political parties are being gradually phased out and will end on April 1, 2015.

Estimates by Vote

For information on Elections Canada's organizational votes and/or statutory expenditures, please see the *Public Accounts of Canada 2013 (Volume II)*. An electronic version of the Public Accounts 2013 is available on the Public Works and Government Services Canada website.[3]

Section II: Analysis of Programs in Support of the Strategic Outcome

Strategic Outcome

The Office of the Chief Electoral Officer operates toward one strategic outcome:

An Accessible Electoral Framework That Canadians Trust and Use

Achieving this strategic outcome is facilitated by a Program Alignment Architecture consisting of three programs that are directly beneficial to Canadians.[4]

Program	Expected Result
Electoral Operations	The electoral process is accessible and administered fairly and efficiently.
Regulation of Electoral Activities	Canadians have confidence in the fairness of the administration and enforcement of electoral legislation.
Electoral Engagement	Canadians make informed decisions about their engagement in the electoral process.

A fourth program, Internal Services, exists to support Elections Canada in achieving the expected results of these three programs.

With respect to measuring performance results, most of Elections Canada's programs deliver results to Canadians during a general election, and the measurement of these results is published in a report following that election. A number of performance indicators are measured through surveys with electors, candidates and election officers. These surveys can be found online.[5] In a reporting year during which a general election has not been held, we use by-elections to report on results. However, performance measured during by-elections cannot be compared to performance measured during general elections. In addition, not all performance indicators are measured in by-elections.

Program 1: Electoral Operations

Description

This program allows Elections Canada to deliver fair and efficient electoral events whenever they may be required so that Canadians are able to exercise their democratic right to vote in a federal general election, by-election or referendum. To this end, the agency provides an accessible and constantly improved electoral process that is responsive to the needs of electors.

Financial Resources ($ thousands)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (Available for Use) 2012–13	Actual Spending (Authorities Used) 2012–13	Difference 2012–13
41,528	41,528	38,090	37,009	4,519

Human Resources (Full-Time Equivalents – FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
215	204	11

Program Performance Results

Expected Results	Performance Indicators*	Actual Results**
The electoral process is administered fairly and efficiently.	Cost of elections per elector.	The total estimated cost of all four by-elections is some $3.6 million, which represents approximately $10.02 per registered elector. This figure is in line with the average cost of the previous 20 by-elections, which is $10.79 per registered elector.
	Percentage of Canadians who believe that Elections Canada administers elections in a fair manner.	In the public opinion surveys taken after the 2012 by-elections, over three quarters of eligible voters responded that Elections Canada had run the by-elections somewhat or very fairly: 89% in Toronto–Danforth, 83% in Durham, 82% in Victoria and 77% in Calgary Centre. It should be noted that between 10% and 19% of respondents to that question did not know or have an opinion: 10% in Toronto–Danforth, 14% in Durham, 16% in Victoria and 19% in Calgary Centre.
Elections Canada is prepared to hold electoral events whenever they are called.	Percentage of electoral offices that are fully functional within seven days of the start of an electoral event.	In each of the four by-elections held in 2012, 100% of the offices were functioning within seven days of the start of the election period, meeting all operational targets.

Expected Results	Performance Indicators*	Actual Results**
Canadians have opportunities to exercise their democratic right to vote.	Percentage of non-voters who report not voting for administrative reasons.	The proportion of non-voters who identified issues related to the electoral process/procedures as reason for not voting was 5% in Toronto-Danforth, 10% in Victoria, 9% in Durham, and 14% in Calgary Centre. Although these numbers are in the same range as for a general election, there is no basis for reliable comparison.
	Percentage of polls that open on time.	All polls opened on time in Toronto–Danforth, Calgary Centre and Durham; in Victoria, 1 poll out of 237 opened late. Thus, for all by-elections, over 99% of the polls opened on time.
	Percentage of electors who are satisfied with their experience of casting a ballot.	According to the public opinion surveys following the by-elections held in 2012, almost all voters: • Found it very easy or somewhat easy to vote: 99% in Durham, 98% in Toronto–Danforth, 97% in Calgary Centre and 96% in Victoria • Found the polling station to be at a convenient distance from their home: 99% in Victoria, 98% in Toronto–Danforth, 97% in Durham and 96% in Calgary Centre • Were satisfied with wait times: 99% in Toronto–Danforth, 98% in Calgary Centre and Durham, and 96% in Victoria
Canadians have the information and support they need to participate in elections.	Percentage of Canadians who are aware of the variety of voting methods available.	About half of all electors reported being aware that they could vote by mail at any time during the election: 54% in Victoria, 50% in Durham, 49% in Calgary Centre and 44% in Toronto–Danforth.
	Percentage of Canadians who know how and where to vote.	A large majority of voters reported being aware of the by-election taking place in their ridings: 96% in Toronto–Danforth, 95% in Victoria, 94% in Durham and 83% in Calgary Centre. A majority of electors recalled receiving their voter information card (VIC): 92% in both Toronto–Danforth and Durham, 87% in Victoria and 69% in Calgary Centre. A majority of them cited the VIC as the primary source of information on when and where to vote: 92% in Toronto–Danforth, 68% in Durham, 66% in Victoria and 55% in Calgary Centre.

Expected Results	Performance Indicators*	Actual Results**
Canadians are provided with timely electoral results that accurately reflect the choices they have made.	Percentage of polls reporting preliminary results after they close.	In all four by-elections, 100% of polls reported preliminary results after they closed, meeting all operational targets.
	Variance between preliminary results and validated results.	Not reported at this time.
	Variance between reported results and results after judicial recounts.	No recounts were requested.
Independent electoral commissions have the capacity to carry out their obligations under the *Electoral Boundaries Readjustment Act*.	Percentage of commissioners who are satisfied with the services and support they have received from Elections Canada.	The evaluation is underway; results will be reported in the next Departmental Performance Report.

*Targets for these performance indicators are under development.

**Indicators applied to by-elections for the first time will set the baseline for future reporting.

Performance Analysis and Lessons Learned

Enabling the Electoral Boundaries Readjustment Process

Elections Canada continued to support the electoral boundaries commissions by providing a variety of professional, financial and administrative services. This work enabled the commissions to develop and publish their proposals, inform the public about them, hold public hearings in multiple locations and publish their reports. The commissions met the deadlines and all other requirements under the *Electoral Boundaries Readjustment Act*.

Elections Canada received and submitted to the Speaker of the House of Commons all 10 preliminary commission reports by February 21, 2013. As of March 31, 2013, the Standing Committee on Procedure and House Affairs had completed its review of reports for Newfoundland and Labrador, Prince Edward Island, New Brunswick, Nova Scotia, Manitoba and Alberta, and it had initiated its review of reports for Saskatchewan and British Columbia. Elections Canada referred objections and minutes of the standing committee to the commissions, as required. As of March 31, 2013, final reports of the commissions had been submitted for Prince Edward Island, Nova Scotia and Manitoba.

In preparation for the 2015 general election, the agency developed a plan to implement the new electoral boundaries. Elections Canada has seven months to implement the statutory requirements following the Representation Order, which is on schedule for proclamation in the fall of 2013. The work involves registering electoral district associations, appointing returning officers, geocoding approximately 15 million addresses against the new districts and new polling divisions and reconfiguring the National Register of Electors.

In terms of lessons learned, Elections Canada will evaluate the success of the electoral boundaries readjustment process and document our findings in an internal report in the fall of 2013.

Aligning Polling Divisions on Census Blocks

In preparation for implementing new electoral districts, Elections Canada is exploring ways to align polling division boundaries with census geography to create efficiencies and gain easier access to census demographic data by polling division.

In 2012–2013, Elections Canada completed a business case for this initiative and compiled its business requirements. We also engaged returning officers and the Advisory Committee of Political Parties (ACPP) on key developments and initiated changes to geographic systems to accommodate the new approach.

Improving Services to Electors

Elections Canada launched the first phase of an online voter registration service (E-Registration) in spring 2012 as planned. The service enables Canadians to manage their voter registration information themselves online, initially between elections. In the first year, some 13,000 transactions were processed, including confirmations, updates and additions.

For the 2015 general election, Elections Canada intends to modernize the field voter registration application to provide access to a secure, centralized national voters list; make E-Registration available during the election; and offer complete voter registration services at other targeted locations. In 2012–2013, Elections Canada completed project planning and resourcing, established a project team and delivered the first module of the new Web application for testing.

Elections Canada continued to explore the feasibility of extending special ballot voting to new locations during the next general election to better serve students, Aboriginal electors and other groups. In 2012–2013, Elections Canada completed the project business case.

While an Internet voting (I-voting) pilot project was planned for the next general election, Elections Canada has scaled it back due to reductions in its operating budget, the need to shift priorities to improve compliance with election day procedures, and the current lack of a national user-authentication solution. I-voting will not proceed to the pilot phase until after the next general election. In the interim, Elections Canada continues to monitor I-voting research and trials in other jurisdictions.

Progress continued on a pilot project to re-engineer voting operations at advance and ordinary polls. This project will leverage technology to offer more consistent, efficient and streamlined services to voters, while also improving working conditions and simplifying training for election officers. In 2012–2013, Elections Canada completed the project planning and resourcing, including the development of professional expertise and

the assembly of a project team. Improved compliance with election day procedures was built into the design of the new model. We also developed a stakeholder engagement plan.

Elections Canada continued to examine options for expanding the use of the voter information card (VIC), in combination with another piece of authorized identification, to facilitate proof of identity and address for all voters. In 2012–2013, Elections Canada began to review the voter identification policy, which includes the expanded use of the VIC for all electors.

Work continued on reviewing the public enquiries services that Elections Canada provides during an election and to develop a more efficient e-mail response capability. In 2012–2013, Elections Canada completed a business case and established a project team. We also identified preliminary business requirements.

Review of Compliance with Election Day Procedures

A compliance review was initiated in response to procedural and record-keeping errors observed at the polls in Etobicoke Centre during the May 2011 general election. In 2012–2013, Elections Canada commissioned an independent electoral management consultant to lead a compliance review to:

- assess the voter registration and voting processes based on events that had occurred in Etobicoke Centre
- assess the effectiveness of existing checks and balances
- develop recommendations to improve compliance
- engage key stakeholders in implementing solutions for the 2015 general election and beyond

Key stakeholders, including political parties, returning officers, front-line election officers and provincial and territorial election management bodies, were actively engaged in the review process. Additional compliance measures implemented during the by-elections in November 2012 provided valuable input for the compliance review.

The independent consultant's review was completed, and this report,[6] which included a management response to the recommendations, was presented to the Standing Committee on Procedure and House Affairs in April 2013. The review concluded, and Elections Canada agrees, that a fundamental redesign of the voting process is required in the longer term but cannot be accomplished in time for the 2015 general election.

In the interim, Elections Canada is undertaking administrative measures to guide its efforts to improve compliance with election day procedures. Improved compliance is being built into the design of planned initiatives for the 2015 general election, such as online voter registration and election worker recruitment and training programs. New initiatives planned for the 2015 general election include reviewing and simplifying forms and procedures, and conducting a post-election compliance audit. The agency will continue to engage the ACPP as the initiatives evolve.

Yet such administrative improvements will have little impact unless they are accompanied by a few specific legislative amendments. For the most part, these amendments were identified in the 2010 recommendations report to Parliament and highlighted again in the agency's management response in the compliance review.

In terms of lessons learned, findings from the audit of the November 2012 by-elections show that having compliance advisors monitor activities at polling sites led, at best, to only modest reductions in error rates. Compliance at the polls is affected by a number of factors, such as complexity of the process, supervision, recruitment and training. The compliance report noted that while Elections Canada can take administrative measures to improve compliance with election day procedures, a new voting services model is required to comprehensively address the existing causes of procedural and record-keeping errors. The changes required are fundamental and structural, and they cannot be achieved without changes to electoral legislation.

Delivering By-elections

Elections Canada successfully delivered by-elections on March 19, 2012, in Toronto–Danforth and on November 26, 2012, in Calgary Centre, Durham and Victoria. A consolidated report of the Chief Electoral Officer of Canada on the conduct of these by-elections was submitted to Parliament and posted on the Elections Canada website.[7]

The compliance review discussed in the previous section summarizes the results of the measures that were taken during the November 26, 2012, by-elections to improve compliance with election day procedures and understand how improved monitoring could affect overall levels of compliance.

Program 2: Regulation of Electoral Activities

Description

This program provides Canadians with an electoral process that is fair, transparent and compliant with the *Canada Elections Act*. Within this program, Elections Canada is responsible for administering the political financing provisions of the Act. This includes monitoring compliance, disclosing and reporting financial activities and enforcing electoral legislation.

Financial Resources ($ thousands)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (Available for Use) 2012–13	Actual Spending (Authorities Used) 2012–13	Difference 2012–2013
46,610	38,675	38,681	37,509	1,166

Human Resources (Full-Time Equivalents – FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
67	74	(7)

Performance Results

Expected Results	Performance Indicators*	Actual Results
Canadians have confidence in the fairness of the administration and enforcement of electoral legislation.	Percentage of Canadians reporting confidence in the fairness of Elections Canada's regulatory activities.	This indicator is being reviewed.
Candidates have confidence in the fairness of the administration and enforcement of electoral legislation.	Percentage of candidates reporting confidence in the fairness of Elections Canada's regulatory activities.	Will be measured in next general election.
Political entities are transparent in their use of financial resources.	Percentage of financial returns that are submitted within four months of election day.	The percentage of financial returns that were submitted within four months of election day in the 2011 general election is 61%. This is down from 72% in the 2008 general election. In his 2010 recommendations report, the Chief Electoral Officer made a number of recommendations, including extending deadlines, to reduce the regulatory burden on candidates and thus improve compliance.

Expected Results	Performance Indicators*	Actual Results
	Number of substantive corrections and amendments required in returns.	In the 2011 general election, a total of 474 returns required corrections, and an additional 229 amendments were required in order to record the payment of a claim or loan. This is an improvement over the 2008 election, where 622 returns required corrections and 248 amendments were required in order to record the payment of a claim or loan.
Political entities understand and comply with their obligations and responsibilities under Canada's electoral legislation.	Percentage of candidates who understand their obligations and responsibilities regarding contribution limits, as established by the *Canada Elections Act*.	Will be measured in next general election.
	Number of cases of non-compliance that are subject to compliance measures.	The audit of candidates' financial reports and third party election advertising reports for the 2011 general election identified 685 instances of possible non-compliance with the Act. Of these, 471 were dealt with through information and education measures, in accordance with Elections Canada's Administrative Compliance Policy for Political Financing. The remaining 214 instances were referred to the Commissioner of Canada Elections.

*Targets for these performance indicators are under development.

Performance Analysis and Lessons Learned

Political Financing

Audit of Financial Returns

The audit of the candidates' returns for the 41st general election was largely completed in 2012–2013. A few complex files required further attention, amendments or the provision of missing information or documentation.

As of March 31, 2013, 1,553 of 1,578 returns were completed, resulting in reimbursements of $25,261,730.59. This rate of progress represents a 9 percent improvement in turnaround time over the 40th general election and was the result of

hiring experienced temporary staff. This means that candidates were reimbursed for their expenses more quickly.

As of March 31, 2013, Elections Canada had completed most of its review of the financial returns submitted by registered associations for the 2011 fiscal year. The review was completed by the target date of June 30, 2013.

In addition, Elections Canada completed the review of 24 registered party annual returns, 70 nomination contestant returns, 17 leadership contestant returns and 54 third-party financial returns.

Elections Canada began a horizontal audit for the 2011 calendar year of contributions made to nomination contestants, candidates and registered associations of the same party. The horizontal audit aims to identify individuals who made contributions in excess of the annual contribution limit to any combination of these three entities. The audit was started in March 2013 and will be completed before the end of the calendar year.

An independent firm was hired to conduct a comprehensive examination of the process for auditing the financial returns of the candidates who ran in the 41st general election. This analysis concluded that the Political Financing Sector is performing its work in accordance with the steps identified in the audit manual and the newly designed audit programs.

Improving Services to Political Entities

Recognizing the complexity and demands of complying with electoral legislation, Elections Canada explored ways to reduce the administrative burden placed on political entities. In 2012–2013, Elections Canada conducted a feasibility study of systems capacity for future electronic filing capability.

Elections Canada also made improvements to allow forms to be completed online and implemented accessibility standards for all forms available on its website.

In addition, Elections Canada conducted a successful pilot project that used a USB key to distribute filing software, forms and other training materials to political entities. USB keys will provide easier electronic access to information and eliminate the current bulky printed multimedia kit. Elections Canada expects to save up to $40,000 per election on related costs.

Training Sessions for Political Entities

As part of its fiscal restraint plan, Elections Canada cancelled annual financial agent training in 2011–2012. In response to requests from political entities to reinstate the training, Elections Canada offered to provide annual training on the political financing provisions of the *Canada Elections Act* to the electoral district associations. A total of 23 sessions were held in 11 cities across Canada in 2013, with 239 participants; this represents 20 percent of the 1,180 associations. Since the training sessions were held, there has been a significant increase in early submission of financial returns, and consequently, fewer extension requests.

This financial agent training, which was well received, allows for in-person interaction that is not possible through other training methods. Looking at ways to further extend the reach of its training program, the agency has also introduced online tutorials and consolidated information into a single reference guide for each political entity.

Office of the Commissioner of Canada Elections

A new Commissioner of Canada Elections, Yves Côté, was appointed in July 2012 with the mandate to provide continued leadership in ensuring compliance with and enforcement of the *Canada Elections Act*.

The level of activity in the Office of the Commissioner remained high in 2012–2013, and additional resources were allocated to the Commissioner as a result. This was partly a result of successive elections in 2004, 2006, 2008 and 2011, which resulted in a high volume of complaints and referrals in a short time frame. As of March 31, 2013, the Commissioner had approximately 350 open files; these exclude complaints relating to deceptive communications during the 41st general election.

The Commissioner also dealt with a number of complex and high-profile investigations, including the investigation of deceptive communications, which was a high priority. In March 2013, the Director of Public Prosecutions authorized the laying of charges in relation to deceptive communications in Guelph. However, the investigation of alleged deceptive calls across Canada continues.

This investigation and others were the subject of sustained media attention based on publicly available court records. This media attention challenged the ability of the Commissioner's Office to maintain its long-standing policy of not commenting on ongoing investigations in order to preserve the presumption of innocence, fairness to the persons involved and the integrity of the investigations.

With the goal of providing greater transparency, work progressed in 2012–2013 on ways to improve reporting on the Commissioner's activities and on compliance issues while maintaining the confidentiality of ongoing investigations. A new file-tracking system was fully implemented, which assisted in publishing a new annual Commissioner's report. This report[8] provides a more comprehensive overview of the resources and activities of the Commissioner for 2012–2013 as well as some of the key challenges facing the Commissioner's Office.

In response to allegations of improper or fraudulent telephone calls made during the May 2011 general election, Elections Canada examined the risks posed by deceptive communications with voters. A report[9] submitted to the Speaker of the House of Commons on March 26, 2013, suggests administrative measures that can be taken as well as recommendations for legislative changes to protect electors' personal information and improve regulation of telephone calls. The report discusses the challenges encountered during the investigation and recommends increased powers for the Commissioner of Canada Elections. Implementing the report's recommendations would ensure greater transparency of campaign activity, a more rapid intervention in the case of complaints, and more effective investigations.

In terms of lessons learned, there is a need to review and recalibrate the legislative measures in the *Canada Elections Act* related to compliance and enforcement. On the one hand, many offences currently listed in the Act relate to regulatory non-compliance that would be better addressed through simple administrative sanctions rather than the criminal process. On the other hand, timely and effective investigations of alleged electoral fraud or other serious contraventions are critical to preserving the trust of Canadians in the electoral process. The Commissioner needs proper legislative powers to facilitate such investigations.

Program 3: Electoral Engagement

Description

This program promotes and sustains the Canadian electoral process. It provides Canadians with electoral education and information programs so that they can make informed decisions about their engagement in the electoral process. The program also aims to improve the electoral framework by consulting and sharing electoral practices with other stakeholders.

Financial Resources ($ thousands)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (Available for Use) 2012–13	Actual Spending (Authorities Used) 2012–13	Difference 2012–13
10,310	10,310	8,106	7,861	2,449

Human Resources (Full-Time Equivalents – FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
68	66	2

Performance Results

Expected Result	Performance Indicator*	Actual Results**
Canadians make informed decisions about their engagement in the electoral process.	Percentage of Canadians who believe that they can make an informed decision about their engagement.	This indicator is being reviewed.
Canadians understand the importance of voting and the value of participating in the electoral process.	Percentage of Canadians who understand the importance of voting.	Almost half of electors who reported voting said they had done so because it is a duty or right: 45% in Toronto–Danforth, 46% in Calgary Centre, 48% in Durham and Victoria
	Percentage of Canadians who understand the value of participating in the electoral process.	This indicator is being reviewed.
Elections Canada and international electoral stakeholders improve their capacity to better administer electoral processes.	Percentage international and domestic stakeholders who intend to incorporate shared best practices.	This indicator is being reviewed.

Expected Result	Performance Indicator*	Actual Results**
Parliamentarians have access to evidence-based information, allowing them to make informed decisions about existing and emerging electoral issues.	Percentage of parliamentarians satisfied with the quality of the Chief Electoral Officer's recommendations reports.	This indicator is being reviewed.

*Targets for these performance indicators are under development.

**Indicators applied to by-elections for the first time will set the baseline for future reporting.

Performance Analysis and Lessons Learned

Research

In 2012–2013, Elections Canada conducted, used and shared research to support electoral engagement. Research into youth electoral participation included additional analysis of the National Youth Survey, a literature review of political party best practices in engaging youth in Canada and select international case studies, and an interim analysis of a youth registration drive conducted by Elections British Columbia and Apathy is Boring. We also carried out research to better understand the barriers faced by electors with disabilities[10] and by seniors,[11] as well as trends in voter turnout on First Nations reserves.[12]

Elections Canada also conducted research into issues that emerged during the 41st general election. This included carrying out a study on the responsibilities of election officers and another on best practices related to the compliance review of election day procedures. The agency also conducted a survey of electors[13] and a roundtable of experts[14] in support of the investigation into deceptive communications with electors. For more details, the reports are available on the Elections Canada website.

Among the many lessons we learned from research on youth electoral engagement, one is that mobilization efforts, including those by political parties, can have a significant impact and are most effective when conducted face-to-face by peers and close to election day. Research, including public opinion research, is essential to supporting informed policy development and programming; it also strengthened collaboration with our key stakeholders.

Transferring Knowledge

During the reporting period, Elections Canada shared knowledge with key stakeholders in a variety of forums. The purpose was to raise their awareness of the issue of declining voter turnout and the value of ongoing civic education.

In 2012–2013, Elections Canada made a presentation before the Canadian branch of the Commonwealth Parliamentary Association on Aboriginal voter participation. We also held a National Roundtable on Youth Voter Engagement in partnership with Canada's Public Policy Forum.

The agency shared research and knowledge with key stakeholders at academic conferences, the annual conference of Canadian Election Officials and an Aboriginal youth forum. We held discussions with the Government of Canada Stakeholder Relations and Public Engagement Community of Practice, and the Chief Electoral Officer made a presentation to the Economic Club of Canada. These initiatives were well received by these stakeholders and resulted in increasing public recognition of the facilitator role that Elections Canada plays in enhancing youth civic engagement and electoral participation in Canada.

Elections Canada successfully hosted the second annual Canada's Democracy Week from September 15 to 22, 2012. A variety of events and activities aimed to encourage young people to discuss democracy and the importance of voting. Other initiatives provided civic education tools to educators. The activities involved 65 partners and 18 public events across the country, used social media for the first time, increased our media reach, and helped Elections Canada connect with over 200,000 youth and educators.

The agency also continued to provide civic education resources to educators by attending 15 teachers' conferences and resource fairs across the country.

In addition, Elections Canada distributed the "New Electors Guide," developed in partnership with the Library of Parliament, to increase awareness, understanding and interest among Canadian youth in Canada's Parliament and electoral system, and to encourage Canadian youth to register to vote. Copies were distributed through the agency's and the library's ongoing outreach activities and as part of Elections Canada's annual mailing to 96,500 unconfirmed electors aged 18 to 24 whose names appear on the National Register of Electors.

In terms of lessons learned, voter participation research and feedback from stakeholders reaffirm the need for a concerted national strategy to address youth engagement.

Engaging Stakeholders

Elections Canada increased the engagement of parliamentarians and political parties throughout the reporting period. In the fall of 2012, the Standing Committee on Procedure and House Affairs was invited to Elections Canada's office and was briefed on the development of service enhancements for electors and political entities for the 2015 general election, including the re-engineering of voting operations.

Elections Canada maintained regular contact with political parties to provide information and seek feedback on improvements to the regulatory regime (communications with electors during elections, audit of campaign contributions, allocation of broadcasting time), services to political entities (new handbooks providing streamlined information on political finance), services to electors (improvements for the 2015 general election) and compliance with procedures at the polls.

In 2012–2013, Elections Canada also developed an approach to consulting youth and student organizations, post-secondary institutions, and disability and Aboriginal organizations on initiatives to reduce barriers to registration and voting as well as proposed changes to the voting process. Proposed initiatives include expanding the use of special ballot voting on university and college campuses and in youth centres, conducting pre-election registration drives on campuses and First Nations reserves and expanding the use of the VIC, in combination with another piece of authorized identification, to facilitate proof of identity and address for all voters. Engaging stakeholders in these initiatives will begin in 2013–2014.

The engagement of political entities, as well as other stakeholders, particularly for the reports on compliance and communications with electors, has been instrumental in ensuring that Elections Canada can respond to the needs and concerns of Canadians. Working with political entities and external stakeholders through ongoing consultations on initiatives to improve services to electors and the electoral framework are essential to their success.

Partnering with International Electoral Counterparts

In 2012–2013, Elections Canada hosted 89 participants from 43 countries during the Commonwealth Electoral Network biennial conference, held in June 2012 in Toronto. The Chief Electoral Officer began a two-year term as head of a steering committee of the Network of National Election Management Bodies.

An additional 13 international delegations visited Elections Canada, and agency staff attended 12 events and election visitor programs abroad.

An expert on exchange at Elections Canada from the New Zealand Electoral Commission made a valuable contribution to the compliance review conducted by the agency in 2012–2013.

Program 4: Internal Services

Description

In addition to carrying out programs that directly benefit Canadians, Elections Canada requires internal services to help fulfill its mandate. These services focus on human resources modernization, performance management, legal services, internal audits, financial and human resources management, and information management and technology.

Financial Resources ($ thousands)

Total Budgetary Expenditures (Main Estimates) 2012–13	Planned Spending 2012–13	Total Authorities (Available for Use) 2012–13	Actual Spending (Authorities Used) 2012–13	Difference 2012–13
45,710	45,710	37,785	37,201	8,509

Human Resources (Full-Time Equivalents – FTEs)

Planned 2012–13	Actual 2012–13	Difference 2012–13
147	142	5

Performance Analysis and Lessons Learned

Much of the work carried out within the Internal Services program in 2012–2013 involved supporting the 10 electoral boundaries commissions. It also entailed supporting the agency in its response to fiscal restraint. Activities included conducting a zero-based budgeting exercise and implementing workforce adjustment measures, strengthening management practices in support of the agency's programs and taking steps to prepare for the 2015 general election and prepare Elections Canada for its 2013 relocation to Gatineau.

Financial Management

In 2012–2013, Elections Canada's Chief Financial Officer Sector assisted in making decisions regarding fiscal restraint measures. It supported the agency as it undertook a zero-based budgeting exercise to meet budgetary targets and effectively prioritize its service delivery, reduce duplication of activities and invest in emerging priorities.

The Sector also provided corporate advice and guidance to the electoral boundaries commissions. In addition, it reviewed the agency's procurement and contracting framework with a view to streamlining the risk-based decision-making process while still adhering to government regulations and policies.

Human Resources Management

In 2012–2013, the Human Resources Sector focused on efforts to implement workforce adjustment measures in a fair and transparent manner, in collaboration with local and national unions, while maximizing employment opportunities for affected employees.

Over the period, the Sector also updated the Integrated Human Resources Framework, drafted a new policy and guidelines on training and development, revitalized the exit interview program to better identify issues related to talent retention and launched the Executive Development Program.

Elections Canada continued to work with Public Works and Government Services Canada to transition to the new Human Resources Information System. Implementation will likely take place in 2014.

Renewing Technology

Elections Canada's Chief Information Officer Sector designed and provided the required technology and support to the 10 electoral boundaries commissions. Geographic databases and applications were designed and deployed to support the commissions and the initiative to align polling divisions with census blocks.

In support of improvements for the 2015 general election, the technology to align E-Registration with the National Register of Electors was completed, and system requirements and milestones were developed to re-engineer voting operations and the field voter registration system.

Work progressed on modernizing and "evergreening" Elections Canada's technology infrastructure. The Sector also continued to ensure that telecommunications services were efficient and corporate systems maintained, and it explored ways to minimize duplication of data.

Work also progressed on designing and providing the infrastructure to deliver modern telecommunications and field services as well as establishing new contract-based services.

Strengthening Management Practices

In 2012–2013, Elections Canada continued to develop and implement a number of measures to modernize and strengthen its information management capacity. We continued to identify information of business value. The scope of a digitization pilot project and implementation plan were developed. We also began to explore options for moving to an electronic document- and records-management system.

In 2012–2013, the agency established a Corporate Strategy Office to bring coherence and alignment to its three-year plan and projects leading up to the 2015 general election as well as to report on its progress to external audiences.

Evaluations

Elections Canada published its evaluation report on the 41st general election in November 2012. Evaluations such as these make it possible to improve the quality of services offered to Canadians. They also allow the agency to develop recommendations on various administrative aspects of the electoral process.

Internal Audit

The internal audit function is a key component of Elections Canada's management framework. A draft 2013–2016 Risk-Based Audit Plan was prepared in consultation with senior management and tabled at the March 2013 Audit Committee meeting.

Two audits were completed in 2012–2013. (Refer to Section 3 for more details.)

Website Accessibility

In response to a Federal Court ruling to make federal government websites fully accessible to persons with disabilities, Elections Canada continued to implement its three-year plan to make its Web applications and static documents fully compliant. Elections Canada worked with organizations representing persons with disabilities to ensure that our public website was fully accessible to electors with disabilities, and this work was 98 percent complete by March 31, 2013. The website was fully compliant and accessible by July 2013.

Consolidating Workspace

Elections Canada, in partnership with Public Works and Government Services Canada, continued the planning required to move its offices to a new facility in Gatineau. In 2012–2013, Elections Canada developed and launched a change management strategy. The agency also initiated discussions with other tenants for delivery of collaborative services such as library services. Some project delays encountered during 2012–2013 resulted in lower-than-expected project expenditures, but the overall project remains on budget, and the consolidation remains scheduled for the fall of 2013.

Section III: Supplementary Information

Financial Highlights

The financial highlights presented in this section are drawn from Elections Canada's financial statements. These financial statements have been prepared using Government of Canada accounting policies, which are based on Canadian public sector accounting standards. This method of accounting, known as the accrual basis of accounting, differs from the method used to present the figures in the previous sections; those figures are based on authorities voted by Parliament on a modified cash basis.

Condensed Statement of Operations and Departmental Net Financial Position

Elections Canada Condensed Statement of Operations and Departmental Net Financial Position (Unaudited) for the Year Ended March 31, 2013 ($ thousands)					
	2012–13 Planned Results	2012–13 Actual	2011–12 Actual	$ Change (2012–13 Planned vs. Actual)	$ Change (2012–13 Actual vs. 2011–12 Actual)
Total expenses	150,526	128,488	363,731	22,038	(235,243)
Total revenues	–	–	–	–	–
Net cost of operations after government funding and transfers	5,392	2,153	3,236	3,239	(1,083)
Agency net financial position	7,708	15,355	17,508	(7,647)	(2,153)

The decrease of $22 million in total expenses in 2012–2013 (planned over actual) is a result of the following:

- A $4.2 million reduction in Elections Canada's operating budget brought the agency's total fiscal restraint reductions to $7.5 million in 2012–2013. As per Treasury Board Secretariat instructions, this reduction appears as a surplus.
- The agency's operating and maintenance expenditures were lower than expected by $8.8 million. This is because the agency realigned its priorities; it took measures to manage medium-term financial pressures related to the salaries of its indeterminate employees, such as freezing and delaying staffing and invoking workforce adjustment measures; and this focus on realigning priorities and workforce adjustment led to lower-than-expected operating, maintenance and project expenditures.
- Delays in the construction of the agency's new office in Gatineau (for details, refer to Internal Services above) deferred expenditures of $3.6 million to 2013–2014.

- There was a $5.4 million reduction in expenses, mostly due to the capitalization of leasehold improvements, furniture and fixtures for the construction of the new offices.

The decrease of $235 million in total expenses in 2012–2013 over 2011–2012 is largely a result of the 41st general election, held on May 2, 2011.

Condensed Statement of Financial Position

Elections Canada Condensed Statement of Financial Position (Unaudited) as at March 31, 2013 ($ thousands)			
	2012–13	**2011–12**	**$ Change**
Total net liabilities	19,620	32,207	(12,587)
Total net financial assets	14,380	28,211	(13,831)
Net debt	5,240	3,996	1,244
Total non-financial assets	20,595	21,504	(909)
Agency net financial position	15,355	17,508	(2,153)

Total net liabilities for 2012–2013 are $19.6 million, a decrease of $12.6 million from 2011–2012. Of this decrease, approximately $3.6 million are accounts payable and $8.2 million are accrued liabilities. The change in accrued liabilities is explained by the reduction in reimbursements to candidates for the 41st general election and political parties' quarterly allowances when compared to the previous year.

Total net financial assets for 2012–2013 are $14.4 million, a decrease of $13.8 million from 2011–2012. This is explained by the fact that 2011–2012 was an election year.

Total non-financial assets for 2012–2013 are $20.6 million, a decrease of $1 million from 2011–2012. This change can largely be explained by the review of consumable supplies in stock, which led to the write-down of outdated electoral forms and other materials.

The overall changes in assets and liabilities are reflected in the agency net financial position.

Financial Statements

The audited financial statements for the Office of the Chief Electoral Officer for the year ended March 31, 2013, are available on the Elections Canada website.[15] They include the Statement of Management Responsibility Including Internal Control over Financial Reporting as well as the annex for fiscal year 2012–2013.

List of Supplementary Information Tables

All electronic supplementary information tables included in this *2012–2013 Departmental Performance Report* can be found on the Elections Canada website.[16]

- Details of Transfer Payment Programs
- Response to Parliamentary Committees and External Audits
- Internal Audits and Evaluations

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[17] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Other Items of Interest

New Legislation

An analysis of proposed amendments to electoral legislation with a potential impact on our business can be found on the Elections Canada website.[18]

Judicial Decisions and Proceedings

An analysis of judicial decisions and proceedings that may affect electoral legislation can be found on the Elections Canada website.[19]

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Endnotes

[1] The following updates to the nomenclature took effect on April 1, 2012:
- "Program Activity Architecture" became "Program Alignment Architecture"
- "Program Activity" became "Program"
- "Sub-activity" became "Sub-program"

[2] As published in the *2012–2013 Report on Plans and Priorities*, available at www.tbs-sct.gc.ca/rpp/2012-2013/index-eng.asp?acr=1983.

[3] www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[4] Elections Canada does not report at the sub-program level.

[5] Available at www.elections.ca.

[6] The *Compliance Review: Final Report and Recommendations – A Review of Compliance with Election Day Registration and Voting Process Rules* is available at www.elections.ca/content.aspx?section=res&dir=cons/comp/crfr&document=index&lang=e.

[7] *Report of the Chief Electoral Officer of Canada Following the March 19, 2012, By-election Held in Toronto–Danforth and the November 26, 2012, By-elections Held in Calgary Centre, Durham and Victoria*, available at www.elections.ca/content.aspx?section=res&dir=rep/off/sta_2012&document=index&lang=e.

[8] Available at www.elections.ca/content.aspx?section=com&dir=rep/rep1&document=index&lang=e.

[9] *Preventing Deceptive Communications with Electors: Recommendations from the Chief Electoral Officer of Canada Following the 41st General Election*, available at www.elections.ca/content.aspx?section=res&dir=rep/off/comm&document=index&lang=e.

[10] *Electoral Participation of Electors with Disabilities: Canadian Practices in a Comparative Context* can be downloaded from www.elections.ca/res/rec/part/spe/dis_e.pdf.

[11] *Canadian Seniors: A Demographic Profile* at www.elections.ca/content.aspx?section=res&dir=rec/part/sen&document=index&lang=e.

[12] The research note "Federal Voter Turnout in First Nations Reserves (2004–2011) is available at www.elections.ca/content.aspx?section=res&dir=rec/part/fvt&document=index&lang=e.

[13] *Survey of Electors on Communications with Electors* at www.elections.ca/content.aspx?section=res&dir=cons/secc&document=index&lang=e.

[14] *Issues Arising from Improper Communications with Electors* at www.irpp.org/en/research/strengthening-canadian-democracy/communications-with-electors/.

[15] Available at www.elections.ca.

[16] www.elections.ca/content.aspx?section=res&dir=rep/cst/dpr2013&document=sup-info&lang=e

[17] www.fin.gc.ca/purl/taxexp-eng.asp

[18] www.elections.ca/content.aspx?section=res&dir=rep/cst/dpr2013&document=legislation&lang=e

[19] www.elections.ca/content.aspx?section=res&dir=rep/cst/dpr2013&document=judicial&lang=e